

AGENDA

SPECIAL COMMITTEE ON SOLID WASTE ACTIVITIES

March 28, 2005

**Aldermen Roy, Guinta,
Thibault, Forest, O'Neil**

5:15 PM

**Aldermanic Chambers
City Hall (3rd Floor)**

1. Chairman Roy calls the meeting to order.
2. The Clerk calls the roll.
3. Report on Calendar Year 2004:
 - a) municipal solid waste, recycling, yard waste and Drop-off facility.
4. EIQ's for Recycling and Yard Waste Services:
5. Discussion on RFP for marketing, recycling and yard waste services.
6. MSW disposal contract renewal in June 2006.
7. Budget impact for FY2006.
8. Outstanding Issues:
 - a) toters for small commercial properties and non-profits (larger commercial and non-profits, etc. require private dumpster service);
 - b) restrictions on bulky waste collections (currently limited);
 - c) augment Saturday drop-off hours;
 - d) residential properties over six (6) units (Assessor's office classifies one and two-unit buildings as residential, and anything over three units as commercial).
9. Discussion on 100% toter phase-in.
10. If there is no further business, a motion is in order to adjourn.

CURBSIDE COLLECTION HISTORY
(in tons)

YEAR	MSW	Fibers (Paper & OCC)	Commingled Containers	Yard waste/ XTrees
1997	37115.47	3602.17	1330.18	5447.19
1998	38834.23	3874.94	1227.02	6023.16
1999	41363.25	3795.10	1232.85	6096.68
2000	43691.65	3470.94	1171.44	6123.00
2001	44207.76	4210.63	1141.29	6394.39
2002	45866.02	3189.45	1118.28	5574.98
2003	46181.00	3154.00	1146.66	7257.84
2004	48322.60	3141.78	1136.12	6001.10

DROP-OFF FACILITY HISTORY (tons)

Calendar Year	Open Demo	#3 Demo	Co-m	OCC	News Paper	MSW	Tires	Metals & Appl	Oil	Auto Batt	CRTs	Freon Gas	Propane tanks	YW
2002	2130.45	1320.53	51.32	30.09	77.04	11.57	78.78	625.30	9.80	6.75	7.72	0.0037	-	255.97
2003	2090.18	1133.78	55.36	28.75	60.36	38.17	91.14	632.93	8.73	3.84	30.59	0.12	1.3	215.58
2004	1856.19	1352.35	49.66	32.80	48.10	-	73.60	515.62	10.4	4.95	33.58	0.116	2.5	174.27

Co-m = commingled containers
OCC = old corrugated cardboard
MSW = municipal solid waste
CRTs = cathode ray tubes = computer monitors and televisions
Y = yard waste



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**REQUEST FOR EXPRESSIONS OF INTEREST AND QUALIFICATIONS
CITY-WIDE RECYCLING AND YARD WASTE PROGRAM
FOR THE CITY OF MANCHESTER, NEW HAMPSHIRE**

February 4, 2005

Introduction

1. Summary of Request

The City of Manchester, New Hampshire is requesting Expressions of Interest and Qualifications (EIQ) from firms interested in providing curbside collection and marketing of recyclables and yard wastes. The City anticipates engaging the services of a contractor for providing all equipment and manpower necessary to conduct Recycling and Yard Waste Programs for its residents, municipal offices, schools, multi-family dwellings and small businesses currently receiving City refuse collection.

The Contractor will also be required to provide all the equipment and manpower to transport and market recyclables and yard waste collected at the City Drop-Off Facility.

2. Intent

The City's intent is to provide its residents with the appropriate level of service, at the best price and with the highest quality. The City wishes to achieve the State of New Hampshire's recycling goal of 40% diversion at the curb. The City will only procure services from contractors with proven experience and facilities that are compliant with all applicable federal, state and local regulations.

3. Background

a. Community Profile

The City of Manchester, with an approximate population of 108,000, is located in Hillsborough County in southeastern New Hampshire. The City is the industrial hub of the region and also has large commercial and institutional districts. The City encompasses 33.9 square miles with over 400 miles of streets. Based on figures developed by the Assessor's Office and the Building Department, there are approximately 37,500 household units in the City.

b. Recyclables Profile

The City has had an active recycling program since 1996, and the current vendor estimates that the City's recycling participation rate is 47% of households. There is a current curbside diversion rate of 19.5%. From 1998 to 2003, the average tonnage for recyclables collected curbside is: 1,200 tons/year of commingled containers, and 3,500 tons/year of commingled fibers.

c. Yard Waste Profile

By State of New Hampshire and City regulations, there is a mandatory separation of organic yard waste materials from regular garbage or rubbish. Yard waste includes leaves, grass clippings, weeds, hedge trimmings, garden wastes, twigs and brush no larger than three (3) inches in diameter and three (3) feet in length.

Under the City's current contract, yard waste is collected from any and all buildings that receive solid waste collection directly from City employees. Based on information provided by our current contractor, yard waste collected has ranged from 5,800 to 7,500 tons per year (average 6,300 tons per year).

Process

The Procurement Code ("Code") of the City requires a two-step process be followed in the purchase of professional services. The first step is this EIQ. Pursuant to the Code, the City is soliciting Expressions of Interest and Qualifications from firms to serve as a contractor for the Project. A "short list" of qualified Contractors will be selected from the respondents to the EIQ and they will be requested to submit formal proposals in response to the City's Request for Proposals ("RFP"). The City intends to invite not less than three (3), nor more than five (5), qualified Contractors to prepare and present proposals. The Highway Department will administer the selection process.

The RFP will contain specific details about selection criteria, pre-proposal conference, proposal format, presentation and requirements, general conditions of the contract, contract form, bonding requirements, warranty requirements, scope of and performance specifications. Final decision on the award of a contract will be by the Board of Mayor and Aldermen of the City ("BMA"). The City intends to incorporate the contents of the EIQ into the final agreement.

Preliminary Schedule

A preliminary schedule for the contract award process is as follows:

February 4, 2005	EIQ Issued
March 15, 2005	EIQ Submissions Due
March 16 – April 13, 2005	Evaluation and Selection Period
April 20, 2005	RFP Issued
May 11, 2005	Pre-submission Conference
June 20, 2005	Proposals Due
June 20 to August 9, 2005	Presentation and Selection Period
August/September 2005	BMA Award

This schedule may be modified by the City.

Evaluation Criteria

The purpose of requesting an EIQ is not only to determine the extent to which contractors may be interested in serving the City, but also to select contractors who are deemed most qualified, both technically and financially, and who have demonstrated experience successfully executing projects of similar size and scope. The City will make a determination of the extent to which the Contractors are financially qualified and capable to meet the

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necessary commitments to provide services to the City. Based upon its evaluation and assessment, the City will issue the RFP to only those interested Contractors that it has determined, in its sole discretion and judgement, are qualified. The City intends to invite no more than five (5) qualified Contractors to prepare and present proposals.

In making its evaluation and assessment regarding an interested Contractor's qualifications, the City is requiring each Contractor to meet the following criteria:

1. A demonstrated ability to execute a project of similar size and scope.
2. A demonstrated understanding of the Project objectives and services to be performed.
3. A demonstrated ability to procure adequate performance bonding to protect the City.
4. A demonstrated ability to procure necessary insurance coverage to protect the City. The successful Contractor shall agree to indemnify and hold harmless the City from and against any and all claims whatsoever arising out of, or occurring, during the performance of this contract or occurring and occasioned directly or indirectly by its error or omission, negligence or fault. Respondent shall provide evidence of its ability to provide insurance in the amounts stated in Attachment 'A'.
5. A demonstrated strong financial condition.
6. A demonstrated cash liquidity to ensure satisfaction of all commitments and undertakings.
7. A demonstrated commitment to provide adequate recourse to the City in the event of breach of commitments, through performance bonding, insurance and performance guarantees of parent companies.

EIQ Contents

The City requests that all interested Contractors structure their EIQs to facilitate review and consideration by the City. In this regard, the City requests that the EIQs be structured into the following four (4) parts:

- A. Executive Summary
- B. Technical Qualifications and Experience
- C. Financial Qualifications and Condition
- D. Information Desired for Response to the City's RFP Development

A. Executive Summary

In the Executive Summary, the Contractor should provide a brief introduction to itself. The name, address, telephone, e-mail address and fax number of the contact person representing the Contractor should be clearly stated. Most importantly, the Contractor should highlight those points, distinctive qualifications, and capabilities, which it believes are most valuable to the City. Finally, the Contractor should identify, in general terms, how it might approach the Contract.

B. Technical Qualifications and Experience

The City requests that interested Contractors describe their technical qualifications and experience in providing similar services. In particular, the City requests each Contractor to address the following:

1. The legal name and location of the principal offices of the Contractor. Please describe the legal and organizational structure of Contractor. Identify all persons who will act on behalf of the Contractor and who has the authority to legally bind the Contractor.
2. Provide an organizational chart identifying all Contractor members, their roles and responsibilities.
3. Provide resumes of key Contractor personnel.
4. Provide a location of recycling/yard waste facilities to be utilized for the execution of this contract.
5. Provide a listing of current resource commitments and workload.
6. Describe in detail any determination, in the past ten (10) years, by an arbitration panel, federal, state or local regulatory body or court of law that any Contractor member has been found in breach or default under any agreement or contract. Identify by name, location, caption, docket number, or other form of identification, the proceedings in which such determinations were made.
7. Describe in detail any incidents, in the past five (5) years, in which it has been asserted the any Contractor member, or any of its affiliates, have defaulted or failed to comply with contractual obligations involving more than \$250,000 at issue. Identify the names and location of the parties asserting such default or noncompliance.
8. Describe in detail any incidents, in the past five (5) years, in which it has been asserted that any Contractor member, or any of its affiliates, have been removed from an on-going engagement. Identify the names and location of the parties executing the discharge.
9. Describe any and all indictments and criminal investigations, completed or pending, within the past ten (10) years, in any venue involving any Contractor member. Identify by name, location, caption, docket number, or other form of identification, of all such criminal proceedings.
10. Describe any present or anticipated facts known to the interested Contractor that might reasonably be expected to adversely affect its ability to perform the services identified in the EIQ.
11. Provide a minimum of three (3) client references. Identify name, location, relationship and a telephone number.

C. Financial Qualifications and Condition

Interested Contractors must demonstrate their financial ability to meet all potential obligations in connection with executing and successfully completing the Project. In this regard, the City requests that each Contractor provide the following:

1. Audited financial information, including balance sheets, statements of income and cash flow, and related footnotes for the previous three (3) fiscal years and unaudited information for the current interim period. If audited financial statements are not available, other evidence of financial condition should be provided.
2. 10K filings and any other additional Securities and Exchange Commission filings for the previous three (3) years.
3. Annual reports for the past three (3) years.
4. Prospectus for any equity or debt financing in the past three (3) years.

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5. Credit reports and ratings for equity or debt financing in the past three (3) years.
 6. Confirmation that the Contractor is capable of securing, and willing to secure, performance bonds. An initial 5-year Performance Bond will be required. The Performance Bond must remain in effect for the total life of this Agreement and must be adjusted on the Agreement Anniversary Date.
 7. Confirmation of assets to be used to support guarantees and legal recourse of the City in the event of a breach of obligation.
 8. Confirmations of the Contractors access to bank lines of credit, revolving credit agreements, and other sources of liquidity.

D. Information Desired for Response to the City's RFP Development

In the final section of the EIQ, the City would like to receive feedback from interested Contractors regarding the structure of the RFP. The City believes that the input from interested Contractors regarding the structure of the procurement may prove useful in RFP development. As part of the EIQ, the City requests that interested Contractors address the following:

1. What information would the interested Contractor need as part of the RFP to prepare the highest quality proposal; and
2. Any other matters the interested Contractor deem important with respect to the development of the City's RFP.
3. The City is planning to request, in the proposal phase, a level of service equivalent to current levels. (Every other week recycling collection, six week Spring and Fall yard waste collection (weekly), 22 week summer yard waste collection (every other week) and a two week Christmas tree collection (weekly). The City anticipates requesting alternative proposals to these services, including weekly recycling collection and recyclable collection in our Downtown District (see Attachment B). In addition, the City is open to any other alternative proposals that the Contractor(s) would like the City to consider.
4. The City estimates that the contract duration will include, as a minimum, an initial five (5) year period, followed by five (5) one-year options.

EIQ Submission

Interested Contractors who have questions regarding the EIQ should submit their inquiries via e-mail to the City at least ten (10) days prior to the deadline for submission. The City will consolidate and consider all questions submitted by interested Contractors and prepare written responses. All questions and responses will be released to all interested Contractors. Interested Contractors are cautioned not to include any confidential or proprietary information in their inquiries. All questions should be addressed to Ms. Joanne McLaughlin, Recycling Coordinator, at the address listed below. Absolutely no inquiries or other contacts should be made to other appointed or elected officials of the City relating to this EIQ.

The City has requested that the EIQ be presented in the general format outlined in the prior section. The City does not intend to require any specific type of formatting. The City intends to provide flexibility for interested Contractors to present its EIQ in the manner it deems in its

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best interest. The City would, however, urge that interested Contractors keep in mind the objective of facilitating the City's review and consideration of the Contractors experience and qualifications. The City assumes no responsibility for expenses incurred by interested Contractors in connection with the preparation and submittal of the EIQ.

The content of all EIQs submitted shall be open to the public under New Hampshire RSA 91-a. For this reason, it is important to separate all confidential and proprietary information from the EIQ. All confidential information should be submitted separately in a sealed envelope that is clearly marked **CONFIDENTIAL**. Designation of all confidential and proprietary information is the sole responsibility of the interested Contractor.

Interested Contractors shall submit eight (8) copies of their EIQ to the City by 12:00 noon on Tuesday, March 15, at the address listed below:

Ms. Joanne McLaughlin
Department of Public Works
227 Maple Street
Manchester, New Hampshire 03103
jmclaugh@ci.manchester.nh.us

No extensions or exceptions to the submission deadline will be permitted. The City's Review Committee may schedule interviews with selected contractors after a preliminary review of the qualifications.

The City will NOT accept faxed or e-mailed EIQs. It is the sole responsibility of the Contractor to ensure that the EIQ is delivered at the designated location by the deadline for submission. The City reserves the right to return, unopened, any EIQ received after the submittal deadline. Any EIQ submitted prior to the deadline may be withdrawn if the request to withdraw is made prior to the submittal deadline.

The City reserves the right to request additional information or take any other action to determine the qualifications of a Contractor.

Individuals requiring special accommodations in order to respond to this solicitation should contact Ms. Joanne McLaughlin.

The City reserves the right to waive any irregularity in the response to this request for EIQs.

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ATTACHMENT A

Indemnification and Insurance Requirements.

In consideration of the utilization of the Contractor's services by the City of Manchester and other valuable consideration, the receipt of which is hereby acknowledged, the Contractor agrees that all persons furnished by the Contractor shall be considered the Contractor's employees or agents and that the Contractor shall be responsible for payment of all unemployment, social security and other payroll taxes including contributions from them when required by law.

- A. The Contractor hereby agrees to protect, defend, indemnify and hold the City of Manchester and its employees, agents, officers and servants free and harmless from any and all losses, claims, liens, demands and causes of action of every kind and character including but not limited to, the amounts of judgements, penalties, interests, court costs, legal fees and all other expenses incurred by the City arising in favor of any party including claims, liens, debts, personal injuries including injuries sustained by employees of the City, death, or damage to property (including property of the City) and without limitation by enumeration, all other claims or demands of every character occurring or in any way incident to, in connection with or arising directly or indirectly out of this Contractor Agreement. The Contractor agrees to investigate, handle, respond to, provide defense for and defend any such claims, demands or suits at the sole expense of the Contractor. The Contractor also agrees to bear all other costs and expenses related thereto, even if the claim or claims alleged are groundless, false or fraudulent.

This provision is not intended to create any cause of action in favor of any third party against Contractor or the City or to enlarge in any way the Contractor's liability but is intended solely to provide for indemnification of the City from liability for damages or injuries to third persons or property arising from Contractor's performance hereunder.

- B. The Contractor agrees to maintain in full force and effect:

1. Comprehensive General Liability insurance written on occurrence form, including completed operations coverage, personal injury liability coverage, broad form property damage liability coverage, "xco" coverage and contractual liability coverage insuring the agreements contained herein. The minimum limits of liability carried on such insurance shall be \$1,000,000 each occurrence and where applicable in the aggregate combined single limit for bodily injury and property damage liability; \$1,000,000 annual aggregate personal injury liability.
2. Automobile liability insurance for owned, non-owned and hired vehicles. The minimum limit of liability carried on such insurance shall be \$1,000,000 each accident, combined single limit for bodily injury and property damage.

3. Worker's Compensation insurance whether or not required by the NH Revised Statutes Annotated, 1955, as amended, with statutory coverage and including employer's liability insurance with limits of liability of at least \$100,000 for each accidental injury and with respect to bodily injury by disease, \$100,000 each employee and \$500,000 per policy year.
4. Any and all deductibles on the above described insurance policies shall be assumed by and be for the account of, and at the sole risk of the Contractor.
5. Insurance companies utilized must be admitted to do business in NH or be on the Insurance Commissioner's list of approved non-admitted companies and shall have a rating of (A) or better in the current edition of Best's Key Rating Guide.
6. The Contractor agrees to furnish certificate(s) of the above mentioned insurance to the City of Manchester within fourteen (14) days from the date of this agreement and, with respect to the renewals of the current insurance policies, at least thirty (30) days in advance of each renewal date. Such certificates with respect to comprehensive general liability and auto liability insurance, name the CITY OF MANCHESTER AND THE DEPARTMENT OF HIGHWAYS as an additional insured and with respect to all policies shall state that in the event of cancellation or material change, written notice shall be given to the City of Manchester, Office of Risk Management, One City Hall Plaza, Manchester, New Hampshire 03101 at least thirty (30) days in advance of such cancellation or change.
7. The purchase of the insurance required or the furnishing of the aforesaid certificate shall not be a satisfaction of the contractor's liability hereunder or in any way modify the Contractor's indemnification responsibilities to the City of Manchester and the Department of Highways.
8. It shall be the responsibility of the Contractor to ensure that all subcontractors comply with the same insurance requirements that he is required to meet.

8.

Manchester Solid Waste Report

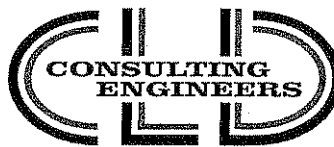
Review of Charrette and Recommendations

Submitted to:



Francis C. Thomas, P.E.
Director of Public Works
City of Manchester
227 Maple Street
Manchester, NH 03103

Prepared by:



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Maine • New Hampshire • Vermont

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MANCHESTER SOLID WASTE REPORT SOLID WASTE FOCUS GROUP

The City of Manchester (City), through its Department of Public Works (Department), provides solid waste services to its residents and some commercial entities. The City underwent key changes in its Solid Waste Program coincident with the closure of its Landfill in 1996. At that time, the City contracted with Waste Management, Inc. (WM) for municipal solid waste disposal, and recycling and yard waste collection services. Also, the City-operated Drop-Off Facility on Dunbarton Road was constructed and opened.

In light of the fact that the WM contracts are due for renewal, the Department and its Director are reviewing the City Solid Waste Program, evaluating its past choices, and making recommendations for plotting its 21st century course. After almost a decade on its present course, the City has learned a number of lessons, both positive and negative that it wishes to incorporate into its future program.

The City currently provides a high level of comprehensive solid waste services when compared to most municipalities, and taxpayers are getting a great value for the dollars spent on its Solid Waste Program. These services include:

- ◆ Weekly curbside collection of municipal solid waste provided by the City staff. The Department has seen 5% annual increases in solid waste tonnages in the past, yet continues to provide an excellent service with the same equipment and staff resources. The City has a ten-year plus four five-year contract options (total of 30 years) with WM for solid waste transport and disposal services.
- ◆ Bi-weekly curbside collection and recycling of commingled containers, glass, aluminum, tin, plastics 1 and 2, commingled paper, and cardboard by WM. This contract expires December 2005.
- ◆ Bi-weekly and weekly seasonal curbside collection of yard waste by WM. The WM contract expires January 2006, and the last year's options currently need to be acted on (see second Immediate Implementation recommendation).
- ◆ Free bulky material collection service provided to residents by the City staff (mattresses, couches, etc.), with disposal provided by WM. There have been no limitations on these free services to date and the program is being heavily used by owners of multi-family dwellings and property managers.
- ◆ Seven day collection of refuse (all materials) in the Downtown Toter Collection Zone (see City Ordinance as Attachment A and 7 Day Downtown Toter Collection Zone Map as Attachment B).
- ◆ Metals and appliance pick up by City staff (see Fee Schedule Exhibit as Attachment C).
- ◆ Municipally-operated Drop-Off Facility services:



- 8.
- ✓ Recycling of commingled containers, commingled papers, and cardboard at no charge.
 - ✓ Disposal of bulky material, construction and demolition debris, and yard waste (\$0.075 per pound, with WM disposal).
 - ✓ Recycling of metals, appliances, propane tanks, and computers and televisions for a fee.
 - ✓ Recycling of automotive tires and batteries, and used oil at no charge.
 - ✓ Goodwill drop-off for clothing.
 - ✓ Free recycling bins.
 - ✓ Sale of toters.
 - ✓ Two annual Household Hazardous Waste Collection Events.

Operating these services for nearly a decade since the Landfill closed has provided a number of lessons learned and made it very clear that the City must clearly define its customer base to manage future costs. For this and a number of reasons, the Public Works Director convened a focused cross section of stakeholders in the City's Solid Waste Management Program, including the Director, the Deputy Director, the Solid Waste and Recycling Superintendents, two Aldermen from the Aldermanic Solid Waste and Recycling Committee, a representative from the Mayor's Office, and the City's solid waste consultant, to review its current program and make recommendations for the future of the City's Solid Waste Program.

The Solid Waste Focus Group recommends the following actions:

Immediate Implementation (by the end of FY 2005)

- Continue the residential municipal solid waste curbside collection program provided by City staff due to the high level of cost effective services provided the residents of Manchester. Long-term, environmentally safe disposal of solid waste at a reasonable price is critical to a municipality. Therefore, it is recommended to stay the course with the existing WM Transfer and Disposal Contract and to renew it in 2006 for the first of four available five-year options.
- The City should exercise its last one-year option with WM for both recycling and yard waste services. This will allow City staff an appropriate amount of time to develop an all encompassing Request for Proposals (RFP) for these services.
- A RFP should be developed for recycling and yard waste services. This procurement should request proposals to maintain the present level of services, and as an alternative, weekly collection of recyclables; and, as a further permitted alternative suggestions of ways of increasing the recycling participation rate and/or reducing solid waste costs.
- Augment Saturday Drop-off Hours by remaining open from 7:00 a.m. to 4:00 p.m., instead of the current 7:00 a. m. to 11:00 a.m., on the first and third Saturdays of the month.
- Permit toter use by small commercial establishments and small non-profit organizations. These entities will be allowed to purchase and use up to two toters provided they also recycle.



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Short-Term Implementation (by the end of FY 2007)

- Define a list of City customers and non-customers, similar to Attachment D, obtain Board of Mayor and Aldermen approval of this list of customers, and define a preliminary implementation schedule to conform City services to this list of customers. This list should be developed as a database that can be easily referenced and managed.
- Make the use of toters mandatory for the Downtown Toter Collection Zone (see City Ordinance as Attachment A and 7 Day Downtown Toter Collection Zone Map as Attachment B).
- A recycling program should be developed for the Downtown District. This program could initially begin by recycling cardboard and eventually transition into collecting containers of commingled recyclables. These services should be included in the RFP for recycling and yard waste services, but potentially could be initially started by utilizing existing Highway Department resources.
- Bulky waste collection of household items (furniture, etc.) will be restricted to two free pick-ups per property per year. Properties requiring additional pick-ups in any given calendar year will be charged for these services (charges will be developed). The collection of "white goods" for the established fees will continue, but the fee schedule will be periodically reevaluated. Properties will continue to have the option of bringing bulky items to the Drop-Off Facility (annual \$5 permit and \$0.075 per pound).
- Create an enforcement position(s) for solid waste oversight utilizing fees generated from the modified bulky waste collection program and/or solid waste user fees.
- Develop a proposal to provide free residential disposal of yard waste at the Drop-Off Facility. The RFP for recycling and yard waste services should consider this expanded service. Commercial businesses will continue to be charged the established fee of \$0.075 per pound.
- Move to a weekly single-stream-recycling program with collection on the same day as refuse collection. The RFP for recycling and yard waste services should consider this proposal.

Longer Term Implementation

- Develop and implement a user fee for solid waste collection and disposal services. Integrate the use of toters into a "Pay-As-You-Throw" program.
- With the customer base established under the "Short-Term Implementation" recommendations, define an implementation plan to address the customer list identified in Attachment D. Implementation of this proposal may raise the greatest concerns due to a loss of an existing service. Therefore, there may be a need to assist in defining dumpster locations and/or arranging for private sector services for residential properties over six units.



- 8.
- Continue to review and evaluate integration of customer friendly waste reduction strategies into the City's Solid Waste Program. Industry trends will continue to be in the direction of increased disposal costs and reduction/reuse/recycling innovations. The City must continue to be in front of these trends.

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SOLID WASTE FOCUS GROUP

- ◆ Frank Thomas, P.E., Public Works Director
- ◆ Kevin Sheppard, P.E., Deputy Public Works Director
- ◆ Robert Neveu, Solid Waste Superintendent
- ◆ Joanne McLaughlin, P.G., Recycling Coordinator/Superintendent
- ◆ Armand Forest, Alderman Ward 12, Chairman of City Solid Waste and Recycling Committee
- ◆ Mark Roy, Alderman Ward 1, Solid Waste and Recycling Committee
- ◆ Mike Colby, Assistant to the Mayor
- ◆ Ken Rhodes, P.E., City Solid Waste Consultant, CLD Engineering/Discussion Moderator



Manchester, NH Code of Ordinances

§ 91.62 REGULATIONS AUTHORIZED.

The Public Works Director and the Health Officer are hereby authorized to promulgate such rules and regulations as may be necessary and convenient to effectuate the purposes and requirements of this chapter.

(Ord. passed 4-16-02)

§ 91.63 DEFINITIONS.

For the purpose of this chapter, the following definitions shall apply unless the context clearly indicates or requires a different meaning.

AUTHORIZED PRIVATE RECEPTACLE. Litter storage and collection receptacle as required and authorized by this chapter.

DOWNTOWN TATER COLLECTION ZONE. An area bounded by Dow Street and Myrtle Street at the north, Lake Avenue and West Auburn Street at the south, Chestnut Street at the east and Hampshire Lane at the west.

DUMPSTER. A large sturdy metal container, with a capacity exceeding two cubic yards, for the collection of rubbish or garbage, designed to be emptied or transported to a dump by a specially designed truck.

GARBAGE. All putrescible waste material including, but not limited to, wastes resulting from the handling, preparation, cooking and consumption of food. GARBAGE shall not include market, industrial, yard, hazardous, infectious, and/or radioactive waste.

HEALTH AUTHORITY. The Health Officer of the city or his designated representatives.

LITTER. Garbage and rubbish as defined herein and all other waste material.

MULTI-FAMILY DWELLING. Any building or structure used and occupied for human habitation or intended to be so used which contains more than two suites of one or more rooms each suite having facilities for regular cooking.

PARK. Any park, reservation, playground, beach, recreation center or other public area owned or used by the city and devoted to active or passive recreation.

PRIVATE PREMISES. Any dwelling, house, building, or other structure designed or used, either wholly or in part, for private purposes and regardless of whether or not the premises are inhabited or temporarily or continuously vacant. Such premises shall include any yard, grounds, walk, driveway, porch, steps, vestibule, or mailbox belonging or appurtenant thereto.

PUBLIC PLACE. Any public building, park, square, space, grounds, street, sidewalk, boulevard, alley or other public way.

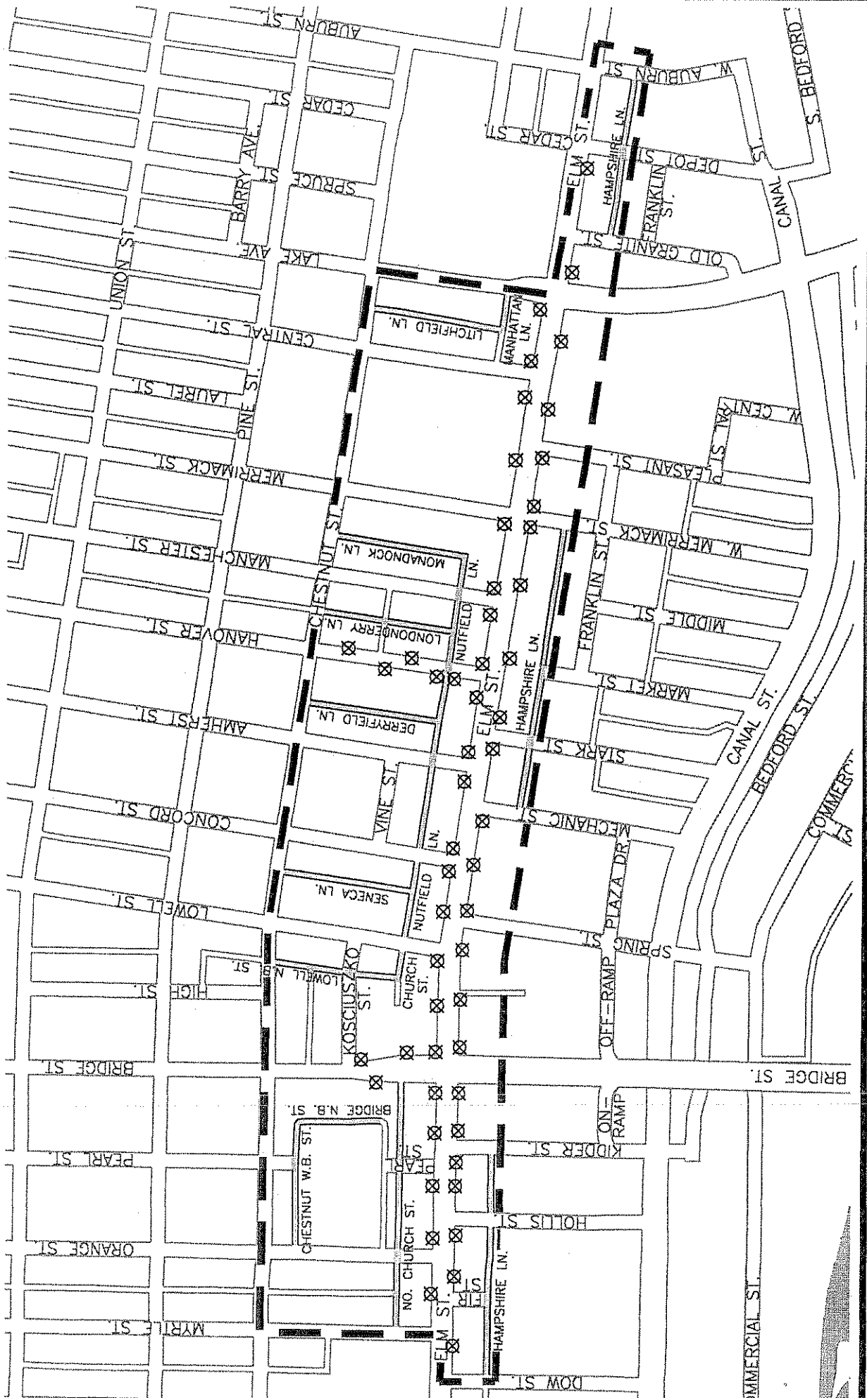
RUBBISH. All nonputrescible waste material including, but not limited to, paper, cigarettes, cardboard,

7 DAY DOWNTOWN
TOTER COLLECTION ZONE
MANCHESTER HIGHWAY DEPT.
TITLE 9 - SECT 91.63

- 7 DAY REFUSE
PICKUP ROUTES
- DISTRICT BOUNDARY
- TRASH RECEPTACLE



SCALE
N/A



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ATTACHMENT C

DROP-OFF FACILITY FEE SCHEDULE

Annual Permit Fee – Residential and Commercial	\$ 5.00
Recyclables	No Charge
Commingled containers (plastics 1 and 2, tin, steel, aluminum, and glass)	
Mixed paper (newspapers, magazines, junk mail, paperboard, egg cartons)	
Cardboard	
Automotive Recyclables	
Tires, off the rim; car batteries	No Charge
Used oil, in one-gallon containers or smaller	No Charge
Tires from commercial customers	\$ 2.00 each
Rechargeable Batteries	No Charge
Nickel Cadmium, Nickel Metal Hydride, Lithium Ion	
Computers, Computer Monitors, Televisions	\$ 0.075 per pound
Electronics are de-manufactured	
Construction and Demolition Material	\$ 0.075 per pound
All material must be off-loaded by hand. No dump bodies.	
Municipal Solid Waste, Yard Waste (4-feet or less) and Scrap Metal	\$ 0.075 per pound
Propane Tanks – 20 lbs., with valve on	\$ 5.00
Appliances	
Stove, dishwasher	\$10 per item delivered, \$20 for pick-up
Refrigerator, freezer, air conditioner	\$15 per item delivered, \$25 for pick-up
Prepaid pick-up by the City, by appointment, 624-6444	
Goodwill Industries Collection Center	No Charge
Good, clean clothing, shoes, belts, and purses	

Toters

65-gallon	\$42	95-gallon	\$45
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**HAZARDOUS WASTES ARE ACCEPTED ON THE
SECOND SATURDAY IN MAY AND OCTOBER, 9:00AM – 2:00 PM**

The Resident Drop-Off Facility is open weekdays from 7:30 am to 3:00 pm, and the
1st and 3rd Saturdays of the month from 7:00 am to 11:30 am.

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ATTACHMENT D LIST OF CUSTOMERS AND NON-CUSTOMERS

Solid Waste Program Customers

- ✓ Single-Family Residential
- ✓ Multifamily Residential, Small (6 units or less)
- ✓ Commercial Properties, Small (limited by two toters and controlled recycling)
- ✓ City Buildings
- ✓ Churches, Small (limited by two toters and controlled recycling)

Solid Waste Program Non-Customers

- ✓ Multifamily Residential, Large (greater than 6 units)
- ✓ Commercial Properties, Large
- ✓ Industrial Properties
- ✓ School Properties
- ✓ Private Streets (see Note 1)
- ✓ Private Schools
- ✓ Manchester Housing Authority (MHA) Properties (see Note 2)

Note 1: After discussion, it was agreed that private streets really are a subcategory of the residential component of the program. Single and multifamily condominiums should be reviewed in light of the six-unit dividing line.

Note 2: Similar to private streets, MHA properties should be reviewed in light of the overall residential rules.



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ATTACHMENT E
LIST OF SERVICES AVAILABLE TO CITY CUSTOMERS

- ✓ MSW Collection
- ✓ MSW Disposal (RSA 149-M:17)
- ✓ Recyclable Collection
- ✓ Recyclable Handling/Disposal
- ✓ Yard Waste Collection
- ✓ Yard Waste Disposal
- ✓ Miscellaneous Materials
- ✓ Drop-Off Facility





CITY OF MANCHESTER

Office of the City Clerk



Leo R. Bernier
City Clerk

Carol A. Johnson
Deputy City Clerk

Paula L-Kang
Deputy Clerk
Administrative Services

Matthew Normand
Deputy Clerk
Licensing & Facilities

Patricia Piecuch
Deputy Clerk
Financial Administration

MEMORANDUM

To: Frank Thomas, Public Works Director

From: Carol A. Johnson, Deputy City Clerk

Date: November 22, 2004

Subject: Solid Waste Proposal

Enclosed for your further processing is a copy of the report of the Committee on Solid Waste Activities reflecting acceptance by the Board of Mayor and Aldermen on November 16, 2004.

Please note that the recommended implementation of toter use for commercial buildings has been referred back to the Special Committee on Solid Waste Activities for further review.

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To the Board of Mayor and Aldermen of the City of Manchester:

The Special Committee on Solid Waste Activities respectfully advises, after due and careful consideration, that it has referred a proposal regarding solid waste activities to the full Board of Mayor and Aldermen for presentation and discussion.

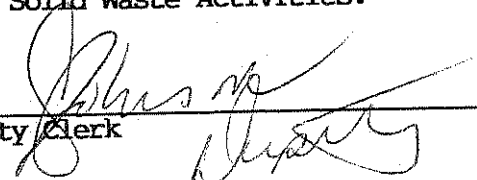
Respectfully submitted,


Clerk of Committee



November 16, 2004.

On motion of Alderman Forest, duly seconded by Alderman Thibault, it was voted to direct the Highway Department to proceed with the recommended immediate implementation items with the exception of the totem use for commercial buildings, which was referred back to the Special Committee on Solid Waste Activities.


City Clerk

CITY OF MANCHESTER

SOLID WASTE REPORT

Frank C. Thomas, P.E.
Director of Public Works

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SOLID WASTE FOCUS GROUP

- Frank Thomas, P.E., Public Works Director**
- Kevin Sheppard, P.E., Deputy Public Works Director**
- Robert Neveu, Solid Waste Superintendent**
- Joanne McLaughlin, P.G., Recycling Superintendent**
- Armand Forest, Alderman Ward 12, Chairman of City Solid Waste and Recycling Committee**
- Mark Roy, Alderman Ward 1, Solid Waste and Recycling Committee**
- Mike Colby, Assistant to the Mayor**
- Ken Rhodes, P.E., City Solid Waste Consultant, CLD Engineering/Discussion Moderator**

CURRENT OBSERVATIONS

- Great value for \$ spent
- Getting to point where it is going to be difficult to maintain level of service - all things to all constituents
- Future trends:
 - Disposal options more expensive
 - Innovation will improve reuse opportunities

WHAT BRINGS US TO THIS POINT

- Contract renewal with Waste Management
 - Recycling - last one-year option
 - Yard Waste - last one-year option
 - Solid Waste -first five-year option
- Evaluation of of past nine years of service
- Lessons learned

Review of last 9 years of integrated solid waste management program

- Define customers (single family and multi-family up to and including six-family dwellings)
- Define services provided (MSW, recycling, yard waste, bulky) to customers
- Define who will provide service to customers



IMMEDIATE IMPLEMENTATION

- Continue the residential MSW curbside collection program with transportation and disposal by WM
- Exercise last one-year option for recycling and yard waste services with WM
- Develop RFP for recycling and yard waste services

IMMEDIATE IMPLEMENTATION

- Augment Saturday Drop-Off hours by remaining open from 7 AM to 4 PM (on 1st and 3rd Saturdays of the month)
- Toter use for small commercial businesses and non-profits (limit of 2 toters, provided they recycle)



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SHORT-TERM IMPLEMENTATION

- Develop customer database
- Mandatory use of toters in Downtown Toter collection Zone
- Cardboard recycling in Downtown
- Restrict bulky waste collection to two free pickups per property per year

SHORT-TERM IMPLEMENTATION

- Create enforcement position(s) utilizing fees from modified bulky program and/or solid waste user fees
- Include free resident yard waste disposal at Drop-Off (include in RFP)
- Move to a weekly single-stream recycling program with collection on the same day as MSW

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LONGER-TERM IMPLEMENTATION

- Develop and implement a user fee (PAYT) for solid waste collection and disposal fees
- Integrate use of toters into a PAYT program
- Define an implementation plan to assist in defining dumpster locations and/or arranging for private sector services for residential properties over six (6) units

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ALDERMAN ARMAND FOREST, WARD 12
Chairman Solid Waste and Recycling Committee
692 Montgomery Street
Manchester, NH 03102

November 1, 2004

Honorable Board of Mayor and Aldermen
CITY OF MANCHESTER
One City Hall Plaza
Manchester, New Hampshire 03101

Dear Committee Members:

The *City Hall* column in Monday, November 1, 2004's Union Leader, reported that the City Public Works Director, Frank Thomas and his Solid Waste Focus Group (SWFG) recommended to the Aldermanic Solid Waste and Recycling Committee (composed of Aldermen Forest, Roy, Thibeault and Guinta) that the City adopt a Pay-As-You-Throw (PAYT) program.

Contrary to the newspaper's reporting the SWFG is not just recommending a PAYT program, but rather is asking the BMA to consider it as part of a longer-term program. The SWFG met multiple times to review the past nine years of its solid waste program and made recommendations to streamline and improve services to residents. The SWFG presented a broad scope of recommendations to the Solid Waste and Recycling Committee.

Mr. Thomas requested that the SW&R Committee forward the recommendations to the full Board of Mayor and Aldermen for their consideration. To that end, the Board of Mayor and Aldermen will receive a full presentation of the SWFG's recommendations at the BMA meeting on November 16, 2004.

Please give the recommendations a fair hearing on November 16th.

Sincerely,

Armand Forest
Armand Forest
Alderman Ward 12

Cc: Michael Colby, Office of the Mayor